**Project Title**: Women Economic Empowerment in Armenia

**Project Number:** 00082081- 00091149

**Implementing Partner:** RA Ministry of Territorial Administration and Development

**Start Date:** 2018 **End Date:** 2021 **PAC Meeting date: TBA**

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| **Brief Description** |
| Women’s economic empowerment is increasingly considered to be a prerequisite for realizing gender equality, strengthening women’s agency and achieving sustainable development for all. The goal of the 2030 Agenda for Sustainable Development is to reduce inequalities and to “leave no one behind”. This will require (a) identifying groups who have been left behind; (b) understanding the causes behind their exclusion; and (c) developing and implementing strategies of inclusiveness. Therefore, the overarching goal/impact of the project “Women’s Economic Empowerment in Armenia” is to ensure that women, particularly the poor and socially excluded, particularly those from Tavush and Gegharkunik regions are economically empowered and participate in relevant decision-making. To achieve this ambitious goal, UNDP will implement the first main phase of this project with the support of the Swiss Agency for Development and Cooperation (SDC) and UN Women’s core resources with a total budget of USD 637,000. To contribute to the set overarching goal/impact, the first main phase of the overall project aims to contribute to the following three outcomes:**Outcome 1**: Women, particularly the poor and socially excluded, use skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector in Armenia (grass-roots level)**Outcome 2:** Government and public institutions develop and deliver gender-responsive programmes, public services, strategies and plans for women’s economic empowerment in Armenia (institutional level). Though the coordination of the implementation of activities contributing towards Outcome 2 at policy and legislation level is totally laid under UN Women results framework, however the UNDP Armenia is fully in charge for the Outcome 1 at grass-roots and Outcome 3 at institutional levels. |

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| The project contributes to:**2016-2020 UNDAF Outcome 1**: “By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities”; **2016-2020 UNDP Country Programme Action Plan Outcome 1.** “By 2020, Competitiveness is improved and population, including vulnerable groups, have greater access to sustainable economic opportunities”. **Output 1.1:** Local capacities strengthened to develop and implement innovative and diversified income-generating practices that are sustainable and employment and livelihood intensive targeting most vulnerable groups.**2018-2021 UNDP Strategic Plan Output 1.6.1:** Country-led measures accelerated to advance gender equality and women’s empowerment**SDG 5**: “Achieve gender equality and empower all women and girls”; with target **5.5** of “Ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.”**Gender marker: 3** |  | **Total resources required:** | 637,000 USD |
|  | **Total resources allocated:** |  |
|  | **UN Women:** | 637,000 USD  |
|  | **Government:** | n/a |
|  | **In-Kind:** | n/a |
|  | **Unfunded:** | n/a |

Agreed by (signatures):

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| RA Ministry of Territorial Administration and Development | UNDP |
| Print Name: | Print Name: |
| Date:  | Date: |

# Development Challenge (1/4 page – 2 pages recommended)

**CONTEXT**

Gender equality and women’s empowerment remains a critical development issue in Armenia. Women comprise 52.2% of population and 56% of those who have completed higher education. However, women are still the bearers of more of a traditional role in Armenian society.

There has been progress in Armenia in terms of reducing gender inequalities since its independence in the 1990s. Yet, much work remains to achieve the full and equal participation of women in society and in the economy. According to the 2017 Global Gender Gap Report, among 144 economies, Armenia ranked 71st, under the women’s economic participation and opportunity sub-index[[1]](#footnote-1). In the 2012 Women’s Economic Opportunity Index, Armenia scored 51.6, where a score of 100 represents the most favourable environment for women’s economic empowerment[[2]](#footnote-2). The results of these studies suggest that women's economic opportunities in the South Caucasus region continue to be limited.

The statistics on women’s labour force participation do not provide a complete picture, given the disproportionate engagement of women in the informal economy across the world. Still, data from the International Labour Organization (ILO) indicate that women in their productive years in the Armenia are less likely to participate in the labour force than men. The economic activity rates of the working age (15-64) population indicate that 59.6% of women and 77.7% of men in Armenia, engage actively in the labour market, either by working or looking for work[[3]](#footnote-3). To put it differently, there is an 18-point difference between the economic activity rates of women and men in Armenia. These data also indicate that 40 per cent of working age women in Armenia are economically inactive.

The data analysed from the poorest 20% of households in Armenia indicate that women receive at least a secondary or higher-level education in comparable percentages with men: 90.3% of women and 82.6% of men. However, 65.8% of women compared to 13.4% of men from the poorest 20% of households were not employed in Armenia. These data clearly show that, on the one hand, there exists a talent pool of educated females among the poorest segments of these societies that would benefit from skills development, while on the other hand, there exist barriers that prevent poor women from getting jobs (such as discriminatory social norms, lack of services such as kindergartens, mobility, etc.).

The 2018 study commission by UN Women to the Caucasus Research and Resources Centers in the frameworks of the SDC supported inception phase of this project also concluded that the primary driver of women’s economic inactivity in the region is traditional gender roles and the accompanying burdens associated with unpaid care work; Women who are not working explicitly cite family-related reasons for not working. In Armenia, having children, being married, and/or having left or not sought out work for family-related reasons are strong predictors of whether a woman participates in the labour force. In Armenia, married women are 16 percentage points less likely to participate in the labour force. In contrast, married men are 19 percentage points more likely to participate in the labour force, controlling for other relevant factors.

For women in developing countries, the informal labour economy, or grey economy, is often their main source of income. Informal work can include those who are self-employed, such as street vendors, petty traders and subsistence farmers, as well as waged workers in domestic or seasonal agricultural work. This type of work is considered informal, as it lacks the protection of labour laws and regulations. As a result, such workers are vulnerable to low pay and unsafe working conditions and are excluded from social benefits, such as pensions, sick leave and health insurance. Women involved in informal work may also face intersectional forms of discrimination and violence in the workplace. The overall rates of vulnerable employment in the South Caucasus are high. According to the World Bank, the percentage of women’s employment categorized as vulnerable[[4]](#footnote-4) in 2017 constituted 42 per cent in Armenia[[5]](#footnote-5).

One of the most vulnerable forms of informal employment is contributing to family work. Globally, women comprise 63 per cent of these workers, who are employed without direct pay in family businesses or farms. In Armenia own-account farmers and contributing family workers represent a large share of agricultural employment; and many of these workers are women, indicating that women in all three countries are often found in vulnerable forms of work in the agricultural sector[[6]](#footnote-6).

Gender inequalities in the region are often most acute in rural areas[[7]](#footnote-7). The CEDAW Committee noted in General Recommendation No. 34 on the rights of rural women (2016) that globally, rural women fare worse than rural men and urban women and men on every gender and development indicator and that they disproportionately experience poverty and exclusion. In addition to facing systemic discrimination in access to land and natural resources, the Committee reported that even when rural women are formally employed, they are more often engaged in work that is insecure, hazardous, poorly paid and not covered by social protection.

**CHALLENGES**

The UN High-Level Panel on Women’s Economic Empowerment highlights four key challenges to women’s economic engagement:

* adverse social norms;
* discriminatory laws and lack of legal protection;
* the failure to recognize, reduce and redistribute unpaid household work and care; and
* a lack of access to financial, digital and property assets[[8]](#footnote-8).

In addition, family and social pressures on women not to work are likely to contribute to women’s economic inactivity in the region.

In additions, discriminatory gender norms that deem specific professions as inappropriate for women, such as some jobs in the service industries (restaurants and tourism) further limit women’s opportunities. Expectations from families and partners can also function as impediments to women’s formal economic activities in the region. For instance, a 2016 ILO report revealed that when young women drop out of the labour market, they often remain inactive; more than two in three young women in Armenia who left the labour market for family reasons remained inactive.

**Opportunities**

Women in Armenia play a significant role in all farm and non-farm-related activities in rural homesteads. Women undertake both reproductive (family and care-related tasks) and productive roles (such as feeding and watering livestock, milking cows, sending livestock to the herd, processing milk, weeding, weekly shopping, food preservation and bread-making), while most of men do not undertake reproductive tasks. Women are less mobile than men due to their assigned reproductive roles as caretakers and are involved to a lesser extent in income-generating activities outside of the home. An unequal division of labour in the household and a general lack of social infrastructure services, including childcare, especially in rural areas, leave women with significantly less time than men for leisure and self-development.

The above analysis, along with the findings of the study reports prepared in the inception phase of the project, indicate that adverse and discriminatory social norms as retainers of change have twofold results: (1) lower economic activity rates of women; and (2) gendered segregation (both vertical in terms of employment sectors and horizontal in terms of positions held) within the labour market. The gendered segregation of the labour market results in gender wage gaps as women tend to occupy lower positions in less profitable sectors of the economy. This reality furthers women’s economic marginalization and weak positioning within families and communities and causes lower economic growth and development of their countries.

When it comes to drivers of change, existing women’s education levels and attainment in the target countries (including among poor women) provide fertile soil for further capacity development interventions not only in terms of economic skills building but also in terms of increasing their awareness about women’s rights and gender equality, thus enhancing their agency to challenge adverse social norms.

Furthermore, existing gender equality and women’s rights standards adopted in the national legislations of the target countries (CEDAW, BPfA, etc.) and current global development commitments (SDGs) of Armenia, along with advanced international labour laws and standards (ILO conventions) to which these countries can further aspire and comply with, represent important frameworks and significant drivers of positive sustainable change.

**Reference Data**

This Project Document is developed with consideration of the recommendations issued for Armenia by the international Human Rights mechanisms, such as CEDAW[[9]](#footnote-9) and the Universal Periodic Review, as well as number of research initiatives, as follows:

* The Gender Policy Concept Paper approved by the Government of Armenia in February 2010 highlights that gender equality is the first and foremost democratic value, one of the fundamental human rights, a precondition for achieving social justice, and a prerequisite for the formation of a democratic, social and rule of law state. It outlines the mechanisms to advance gender quality in decision making and in public administration.
* The Constitution of Armenia and the Law of Republic of Armenia on “Provision of Equal Rights and Equal Opportunities of women and men in Armenia” adopted in May 2013 enshrine the principles of equality of women and men in Armenia. Mechanisms now need to be developed and introduced to guarantee real gender equality and enjoyment of rights and opportunities by men and women in all walks of life.
* The recommendations of the Universal Periodic Review issued to the Republic of Armenia in 2015[[10]](#footnote-10) include strengthening the measures to ensure a larger number of women in political life.
* [Observations](https://documents-dds-ny.un.org/doc/UNDOC/GEN/N16/402/28/PDF/N1640228.pdf?OpenElement) on the combined fifth and sixth periodic reports of Armenia (2016) of the Committee on the Elimination of Discrimination against Women (CEDAW) include: (i) adoption of temporary special measures to accelerate women’s full and equal participation in elected and appointed bodies, (ii) introduce a gender parity system for appointments and accelerated recruitment of women in senior positions in the public and private sectors, and (iii) implement national awareness raising campaigns about the importance of women’s participation in public and political life, specifically in rural areas; (iv) Increase the availability of training and capacity-building programmes for women wishing to enter political life or hold public office and continue to encourage the media to ensure that female and male candidates and elected representatives receive equal visibility in the media, especially during election periods;  ensure the safety of women in political life[[11]](#footnote-11);
* One of the recommendations in the evaluation of the results of the “RA Gender Policy Strategic Action Plan for 2011-2015” and the “2011-2015 National Programme against Gender-Based Violence” point at importance to introduce positive discrimination measures to ensure political participation of women as well as equal representation in the decision-making processes at different levels.
* Armenia Voluntary National Review Report on SDG Implementation 2018
* MAPS SDG Acceleration Roadmap
* GEPA Snapshots in EECA (October 2017 Report), Gender Policy Strategic Action Plan for 2017-2021.

# Strategy

Based on UN Women’s Corporate Evaluation of women’s economic empowerment[[12]](#footnote-12) and the evaluations, UNDP Armenia has adopted the most effective strategy of advanced women’s economic empowerment through to engaging in social mobilization and provision of support for women organized and collective action; to promote evidence-based advocacy and awareness-raising; to support gender-based research and analysis, including gender assessments and audits, gender-responsive data collection and knowledge-sharing; to provide technical support and capacity-building and skills development; and to create spaces for multi-stakeholder dialogue and coordination, ensuring the inclusivity of the most marginalized and vulnerable populations of women.

These strategies have been integrated in the design of the corresponding activities of the project. As described in the Results and Resources Framework section, the project intervention has been designed to simultaneously bring about change at three different levels (grass-roots, policies and legislation, and institutions) to advance women’s economic empowerment. This involves a simultaneous bottom-up and top-down approach so that results feed into each other and contribute to the achievement of the overall goal.

The overarching goal/impact of the project “Women’s Economic Empowerment in the South Caucasus” is to ensure that women, particularly the poor and socially excluded, in Armenia are economically empowered and participate in relevant decision-making. To achieve this ambitious goal, UN Women will implement the first phase of this project with the support of the Swiss Agency for Development and Cooperation (SDC) and UN Women’s own core resources.

A second phase of the project has been proposed for an additional 36 months to build on the results achieved during the first main phase, followed by a final exit phase planned for additional 12 months. Extensive stakeholder consultations, thematic bilateral meetings and several studies carried out during the inception phase of the project have provided the foundation for the updates and revisions to the interventions proposed for the first main phase of the project.

In order to contribute to the set overarching goal/impact, the first phase of the project aims to contribute to the following three outcomes:

**Outcome 1:** Women, particularly the poor and socially excluded, use skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector in Armenia (grass-roots level)

**Outcome 2:** Government and public institutions[[13]](#footnote-13) develop and deliver gender-responsive programmes, public services, strategies and plans for women’s economic empowerment in Armenia (institutional level).

The project document directly speaks to the strategic priorities in Switzerland’s Cooperation Strategy for the South Caucasus for the years 2017-2020, namely: strengthening gender equality and the rights of women and girls; and economic growth for the benefit of all, in particular increasing the quality and quantity of jobs available and improving the underlying conditions for economic activity.[[14]](#footnote-14) More specifically, the project results will directly contribute to achieving the goal of the domain of intervention 2, that is, “people from the South Caucasus benefit from and make use of stronger and more democratic institutions as well as from human safety and security” through promotion and strengthening of women’s participation in local-level budget planning processes as well as enhancement of their capacities to engage in and influence decision-making around their economic rights and opportunities. The project will also indirectly contribute to the domain 1 “women and men in the South Caucasus benefit from more inclusive and sustainable development in the region” as it will contribute to increased employment opportunities and incomes of targeted rural women in the three countries in question. In the Results and Resources Framework section below, specific references are made to cooperation and synergies of this project with the other interventions (primarily implemented by UNDP and Mercy Corps) with SDC support.

The proposed project is further aligned with the priorities of the Austrian Development Agency (ADA) in the South Caucasus as the latter considers joining partnership under this project. In Armenia, one of the primary goals is poverty reduction through the creation of sustainable and broad employment and income opportunities with a focus on the agricultural sector.

In Armenia the project is not only aligned with key gender equality legal and policy frameworks but plans to engage in further development of these as well as gender mainstreaming in other sectorial policies, legislation, and services that are of relevance for women’s economic empowerment under Outcome 2 of the project. More specifically, in Armenia, the project is aligned with Law of the Republic of Armenia on Provision of Equal Rights and Equal Opportunities for Women and Men (2013), Concept Paper on Gender Policy of the Republic of Armenia (2010) and draft of the Decree of the Government of the Republic of Armenia “On Approval of Strategy Implementing Policy on Provision of Equal Rights and Equal Opportunities for Women and Men, and Actions Plan for 2018-2022”. The Strategy targets rural women and expansion of women's economic opportunities in the agricultural sector is one of its goals. When it comes to sectorial policies of relevance for the project implementation, these are Rural Areas and Agriculture Development Strategy of the Republic of Armenia for 2010-2020; Regional Development Strategy of the Republic of Armenia for 2016-2025 and Marzes Development Strategies for 2017-2025. The Gender Analysis of Rural Development and Agriculture Policies in Armenia – conducted in the inception phase of the project – argues that all these documents are gender blind, and there is a lot of room for gender mainstreaming.

**The theory of change** of how these outcomes contribute to the overarching goal/impact of the project is as follows: if (1) women, particularly the poor and socially excluded, are provided with skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector; and (2) adequate legislative and policy frameworks are in place and implemented to enable women’s economic empowerment; and (3) government and public institutions develop and deliver gender-responsive programmes, public services, strategies and plans for women’s economic empowerment; then (4) gender inequalities in the labour field will be reduced, and an environment conducive for the realization of women’s economic potential will be created; because (5) the key structural barriers for women’s economic empowerment will be dismantled.[[15]](#footnote-15)

In line with the theory of change, the proposed project will bring about transformative change through a holistic approach, enabling linked interventions at three levels: grass-roots, policies and legislation, and institutions. This three-pronged approach to increasing women’s economic empowerment, as illustrated in the above three outcomes, is designed to bring about interrelated and transformative change at multiple levels (bottom-up and top-down), while promoting coordination and inclusive good governance. The project, therefore, provides a holistic and sustainable approach for the achievement of the project’s goal/impact by consistent dialogue and participation of women – rights holders – so that relevant institutions, policies, legislation and services respond to their needs and demands and enable women with strengthened capacities to empower themselves economically. The project will also be supporting capacity development to mainstream gender in the relevant laws and policies, programmes and services to make sustainable contributions to women’s economic empowerment.

Sustainability of results will be achieved at all three levels, corresponding with the project outcomes and outputs. At the grass-roots level, sustainable results will be represented by women who successfully transitioned from informal to formal decent jobs and/or whose incomes increased as a result of the project’s support, as well as by women’s networks (country and regional) that have been created and/or strengthened as a result of the project. At the institutional level, sustainable results will be represented by institutionalized capacities and mechanisms delivering gender-responsive programmes and services (national and local levels).

# Results and Partnerships (1.5 - 5 pages recommended)

The first main phase of the project will include **seven outputs under the three outcomes:**

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| **Outcomes** | **Outputs** |
| **1:** Women, particularly the poor and socially excluded, use skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector in Armenia | **1.1:** Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Armenia |
| **1.2:** Women and women’s groups are empowered to participate in local planning and budgeting (e.g. GRB discussions) |
| **1.3:** Selected private enterprises are empowered to serve as opinion leaders in terms of Women’s Economic Empowerment Principles (WEPs) |
|  |  |
|  |
| **2:** Government and public institutions develop and deliver gender-responsive programmes, public services, strategies and plans for women’s economic empowerment in Armenia  | **2.1:** Targeted government and public institutions are strengthened to mainstream gender in their operations and develop gender responsive programmes, services and plans in Armenia  |
| **2.2:** Employees of targeted government and public institutions have knowledge and skills to mainstream gender in respective programs, public services, strategies and plans in Armenia  |

Theactivities planned under the outputs are interlinked and complementary and contribute to the project’s results chain. For example, grass-roots work with women, particularly the poor and socially exclude, and the creation of relevant dialogue mechanisms between women and relevant decision makers will inform policy-level changes and more effective institutional delivery of gender-responsive services. An assessment of the prospective ratification of ILO Convention No. 183 (Maternity Protection), No. 156 (Workers with Family Responsibilities) and No. 189 (Domestic Workers) will inform advocacy and policy-dialogue interventions with decision makers as well as capacity development and awareness-raising interventions at the grass-roots level. The capacity development of service providers and local governments (especially around Gender Responsive Budgeting (GRB)) will help to increase women’s access to gender-responsive public services that will contribute to decreasing women’s unpaid workload and provide them with more time to pursue paid work opportunities.

Activities relevant to **Outcome 1** and its corresponding **Outputs 1.1, 1.2 and 1.3** will focus on the provision of women, particularly poor and socially excluded groups of women, with information, skills development and economic opportunities to be self-employed and/or to join the formal labour sector in Armenia. The primary orientation and priority of the project under this outcome will be the provision of support to women beneficiaries with decent work[[16]](#footnote-16) opportunities that are linked with employment in the formal sector. It must be noted that self-employment, in most cases, qualifies as vulnerable employment; with this caveat in mind, the project will support self-employment opportunities with decent work elements in those project target rural communities where formal labour sector jobs are very scarce or unavailable. Although tailor-made to the needs and priorities of women, the project strategies detailed below (social mobilization, Women’s Resource Centres, etc.) will not exclude men in the target communities, in terms of information sharing and consulting, as relevant. The UNDP Armenia offices will further engage with local NGOs, CSOs and private organizations to contribute to the specific activities under this outcome.

**Output 1.1:** Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Armenia

In **Armenia**, the strategy chosen towards the outreach to and economic empowerment of women by UNDP will be implemented through the tools and approaches to social mobilization shared by UN Women with UNDP colleagues and their locally selected responsible partner NGO to be adapted to the Armenian context upon the commencement of the first main phase of the project. Thus, social mobilization will be used to reach out to and activate women, particularly the poor and socially excluded, in 11 consolidated municipalities in the targeted Gegharkunik and Shirak regions of Armenia[[17]](#footnote-17) to obtain social support as well as information and knowledge on public services and educational and income-generating opportunities offered by state, private and development partners. The project will further build the capacities of socially mobilized women to start or further develop existing businesses by offering trainings on topics including but not limited to financial literacy and business management (such as marketing, record keeping and financial planning). Small incentives will also be provided to selected beneficiaries to support start-ups and the establishment of women-owned small businesses and to expand existing businesses.

Additionally, two cross-cutting activities **under this output** will be centred around the following:

1. Context-specific awareness-raising campaigns aimed at increasing women’s economic activity rates through their engagement in the formal labour sector
2. Improvement of poor and socially excluded women’s capacities and skills for their employability

No society can achieve substantive gender equality without the participation and engagement of both men and women in this transformative process. The awareness-raising interventions carried out in the framework of the project will especially target men and aim at bringing them on board as opinion leaders and champions supporting women’s economic empowerment by showcasing real stories of male engagement in women’s rights and economic empowerment work, among other strategies.

The capacity development interventions will be tuned to the needs of the labour market in the target locations of the project in all three countries. Under this output, activities will also be implemented at the **regional level** to ensure exchange of information, tools and best practices. To this end, a regional platform for sharing will be established (e.g. annual regional exhibition/fair and conference possibly on International Rural Women’s Day), in addition to study tours and exchange visits organized to Georgia (e.g. on the topics of forming associations and collective bargaining).

**Output 1.2:** Women and women’s groups are empowered to participate in local planning and budgeting (e.g. GRB discussions)

The activities under this output will be built on the social mobilization work carried out in Armenia under Output 1.1.; In order to strengthen women’s voice and participation, the project will further improve the skills and capacities of socially mobilized rural women in the target regions to engage in local planning and budgeting processes (GRB discussions). The project will also create dialogue platforms between relevant representatives of local and central governments and mobilized women’s groups around issues relevant for women’s economic empowerment locally (in their communities) as well as nationally.

**Output 1.3:** Selected private enterprises are empowered to serve as opinion leaders in terms of Women’s Economic Empowerment Principles (WEPs)

Under this output technical support will be provided to companies to adopt the UN Women/Global Compact Women’s Empowerment Principles – Equality Means Business (WEPs) with a focus on implementing gender-responsive corporate policies and practices to increase women’s access to decent work; and increasing inclusion of more women-owned and collective enterprises in their supply chains.This technical support will equip private companies with tools to develop and implement gender-responsive corporate policies and practices that increase women’s access to decent work. Target companies will include medium- and large-sized businesses operating in or with supply chain links in rural areas to integrate more women-owned enterprises in their supply chains.[[18]](#footnote-18)

The project will benefit from the experience of UN Women Georgia working with the private sector on the implementation of the WEPs, which began in 2015 and is ongoing with the support of the Government of Norway in the framework of the project “Joint Action for Women’s Economic Empowerment in Georgia” (JAWE).[[19]](#footnote-19) Thus, at the **regional level**, the project will offer opportunities for exchanging experiences and best practices among private sector partners that have adopted the WEPs in Armenia with the support of this project and in Georgia with the support of the JAWE.

**Outcome 2** aims at institutional capacity development for gender mainstreaming, with **Output 2.1** introducing specific gender assessment tools and methodologies as well as intra-institutional policies and **Output 2.2** prioritizing training of the staff of target government and public institutions in gender mainstreaming. In the inception phase of the project, quite a few potential partner institutions have been identified at Outcome 3 level. However, for deeper engagement under the activities of Outputs 2.1 and 2.2, keeping in mind also the limited resources of the project, only institutions with mandates (programmes and services) directly relevant for the targeted poor and socially excluded women’s economic empowerment have been prioritized. Therefore, mainstreaming gender in the policies and programmes of these institutions and capacity development of their staff has been identified as having strategic importance for the purposes of the project. In Armenia, these institutions include the Ministry of Territorial Administration and Development and local governments of the targeted municipalities.

**Output 2.1:** Targeted government and public institutions mainstream gender in their operations and develop gender responsive programmes, services and plans in Armenia

Quite the number of partners has been identified in Armenia that will be engaged in the project implementation and mapped out carefully, but deep engagement will take place with the Ministry of Territorial Administration and Development as the leading entity in the community consolidation reform taking place in Armenia. This represents a clear opportunity for enhancing local-level measures for women’s economic empowerment as well as for mainstreaming gender into local-level policies (including budgets).

Thus, under the output, a PGA will be carried out in the Ministry of Territorial Administration and Development, and respective technical support will be provided to implement audit recommendations, among others, through the development of an internal Gender Equality Strategy and Action Plan by the audited entity. The Ministry will be further assisted in the introduction and institutionalization of GIA methodology.

The community consolidation process in Armenia is described in the *Concept of Community Consolidation and Formation of Inter-Community Unions*, adopted by the Government of the Republic of Armenia on 10 November 2011. According to the Concept, the existing administrative-territorial division of Armenia poses serious challenges for the empowerment of communities and further development of local self-governance in the country. The system of local self-governance is overly partitioned, as rural settlements with small numbers of inhabitants comprise most of the communities in Armenia. In turn, the small communities, due to the lack of funds, either do not provide public services or fail to provide quality services. With current territorial and administrative reforms, the Government of Armenia aims to decrease the number of municipalities from 915 (in 2015) to approximately 250 (by early 2019) consolidated infrastructures that can serve the entire community, including those settlements that have previously been deprived of the access to specific public services. It will result in communities with larger populations, thus needing more human resources for community administration. Consolidation will also make local elections more competitive.[[20]](#footnote-20) To benefit from the momentum created by the community consolidation process, the project will itunities explored for the introduction of budgets). ll be engaged in the pntroduce GRB methodology in at least 5 of the 11 targeted municipalities and will mainstream gender in the municipal development strategies of at least 5 of the 11 targeted municipalities.

**Output 2.2:** Employees of targeted government and public institutions have knowledge and skills to mainstream gender in respective programs, public services, strategies and plans in Armenia

The activities under this output will entail preparation of training materials on gender mainstreaming and GIA methodology for targeted public servants followed by capacity development support (trainings) in gender mainstreaming and GIA methodology for the targeted public servants. The set target for this capacity development work is at least 30 per cent of the employees in relevant professional positions in the targeted institutions in Armenia (one institution: the Ministry of Territorial Administration and Development).

Furthermore, an GRB guide for local government will be developed and introduced through relevant capacity development support in the project target municipalities for GRB work –5 of the 11 in Armenia.

**Beneficiaries**

While clearly linked, the concepts of poverty and social exclusion are not identical. Poverty is one of the outcomes of social exclusion and is typically defined as absolute or relative income poverty, considering global or national thresholds and definitions (the international poverty line has been defined by the World Bank as USD 1.90 per person per day). The **project targets women from Armenia living below the national poverty lines**. According to the World Bank, in 2015, 29.8 per cent of Armenian citizens lived below their respective national poverty lines.[[21]](#footnote-21)

The **project also targets socially excluded women** in Armenia; social exclusion is an outcome and a process and takes a holistic (multidimensional, relational and dynamic) view of human development. Oftentimes, poverty and social exclusion are intertwined, but not always. Indeed, poverty determines social exclusion most of the time, but not all socially excluded groups are economically disadvantaged. According to the United Nations Department of Economic and Social Affairs, social exclusion is “a state in which individuals are unable to participate fully in economic, social, political and cultural life, as well as the process leading to and sustaining such a state.” Around the world, age, sex, disability, religion, migration status, socioeconomic status, place of residence, sexual orientation and gender identity have been grounds for social exclusion over time. Respectively, social inclusion is defined “as the process of improving the terms of participation in society for people who are disadvantaged based on age, sex, disability, race, ethnicity, origin, religion, or economic or other status, through enhanced opportunities, access to resources, voice and respect for rights.”[[22]](#footnote-22) For the purposes of the project, along with poverty, the following will be considered as primary grounds constituting women beneficiaries’ social exclusion: vulnerable employment; belonging to ethnic minority groups; IDP status; residence in isolated rural settings; experience with domestic violence; and disability. Multiple and interectional discrimination is another useful term once analyzing social exclusion of women;[[23]](#footnote-23) As spelled out in the EU 2016 report on intersectional discrimination – due to its synergetic nature,[[24]](#footnote-24) such discrimination is extremely difficult to monitor and national statistics do not include data disaggregated for instance by both sex and ethnicity or sex and disability.[[25]](#footnote-25) The concept of intersectional discrimination uncovers the problems faced by those who are multiply disadvantaged and allows for addressing these problems and therefore will be utilized in project implementation.

Through prioritized strategic interventions of this project at the three interlinked levels (grass-roots, policies and legislation, and institutions), it is expected that both the condition (in terms of income security) and position (in terms of voice and participation) of women will improve.[[26]](#footnote-26) As detailed in the project log-frame, the project aims to reach out directly to **260 women** (at least 30 per cent of whom are poor and socially excluded women) with skills building and capacity development interventions; and out of them to employ **120 women** (at least 30 per cent of whom are poor and socially excluded women).

The targets of the activities related to the second and third outcomes will be national and local government officials in Armenia who will benefit from technical support and capacity development. The final beneficiaries of the interventions at the second and third outcomes’ levels will be women who are engaged in both the formal and informal economies as this work shall result in their increased access to decent work opportunities, revised and strengthened gender-responsive policies and services, and increased access to information, skills development and decision-making spaces. The private sector will also be provided with technical support to uphold their corporate social responsibilities and promote gender equality in the workplace, marketplace and community in Armenia; and the general population will be engaged through public awareness campaigns on issues related to gender equality and women’s economic empowerment.

**Target Regions**

For the grass-roots level work with women (Outcome 1) as well as on the institutional level with local authorities (Outcome 2), 11 consolidated municipalities have been identified in Armenia: four in Gegharkunik (Chambarak, Geghamasar, Shoghakat, Vardenis) and seven in Shirak (Akhuryan, Amasia, Ani, Arpi, Ashotsk, Marmashen, Sarapat).

Based on the stakeholder consultations in the inception phase, the following criteria were identified for the selection of the target regions:

1. **Presence of explicit pockets of exclusion**:in the case of Gegharkunik in Armenia, high male migration rates have resulted in an increased number of female-headed households with less voice in communities.
2. **Poverty** due to lack of employment and economic opportunities but, at the same time, clearly identifiable **potential for women’s economic empowerment**: This criterion was a clear case for all regions selected.
3. **Past work experience** of development partners, allowing the project to build on and accelerate existing results.
4. **Proximity and bordering location** for cross-border exchanges: For example, Shirak borders.

**Partnerships**

The project will partner very closely with ILO colleagues and experts as it plans to apply an **integrated approach to gender equality and decent work** to promote opportunities for women to obtain employment in “conditions of freedom and dignity, of economic security and equal opportunity”.[[27]](#footnote-27) Activities have been identified in line with the ILO Decent Work Agenda, which promotes four strategic objectives to support the transition from informality to decent work by: realizing fundamental principles and rights at work; creating greater and better employment and income opportunities; extending social protection; and promoting social dialogue.[[28]](#footnote-28)

A **human rights-based approach** will be applied throughout the project implementation, monitoring and evaluation to align policy reform and programme implementation with the international human rights framework and treaty body recommendations, particularly the CEDAW concluding observations for all three countries as well as ILO standards. The capacities of both duty bearers and rights holders will be strengthened. Activities will support rights holders at the grass-roots level to effectively claim their rights, and the capacities and awareness of duty bearers will be strengthened in central and local government institutions to effectively fulfil their obligations and increase their accountability to human rights commitments. The priority will be to reach women, particularly the poor and socially excluded, and ensure that they benefit from the project intervention.

The **Making Markets Work for Poor (M4P)** approach developed jointly by the SDC and DFID will be consulted and scrutinized by the UN Women team to ensure its tangible and meaningful application to the project for the economic empowerment benefit of the targeted poor and socially excluded women. In the long run, results achieved, and lessons learned through the implementation of this project may further the gender mainstreaming element of the M4P approach. During the process of applying and adapting the M4P approach to the needs of this project, SDC partners (especially Mercy Corps) will be consulted.[[29]](#footnote-29)

The project will look to build on past and present UNDP projects in Armenia including: the Women in Local Democracy Project in Armenia (SDC-funded and UNDP-implemented); the Agricultural Census in Armenia (ADA-funded with UNDP); the ENPARD Armenia Technical Assistance: Producer Group and Value Chain Development project (EU/ADA-funded with UNDP/FAO/UNIDO).

A few select **non-governmental organizations** (NGOs) will also be considered as responsible parties to support the project implementation. The NGO responsible parties will be selected based on calls for proposals. NGO partners will go through both a screening and selection process as well as a capacity assessment, as necessary. Substantive criteria for the selection of NGO partners will be mainly based on demonstrated experience and expertise in the areas of sustainable agriculture and rural development, gender equality and women’s economic empowerment, particularly in rural areas, community mobilizing and established networks, and skills-building for sustainable livelihoods, among other qualifications. The project will also aim to build the capacities of its NGO partners, particularly to strengthen their gender expertise.

Several NGOs under consideration for the role of responsible parties, or NGOs with which the project will ensure coordination during the implementation phase, have been included in the stakeholder analysis and mapping. Many of these organizations have already demonstrated their expertise as previous partners with the SDC, ADA, UN Women and/or UNDP.

**Key government partners in Armenia** will include the Council on Provision of Equal Rights and Equal Opportunities for Women and Men at the Prime Minister’s Office; the Ministry of Territorial Administration and Development; the Ministry of Agriculture; the Ministry of Labour and Social Issues; the Statistics Office; and local and regional governments of the targeted marzes.

Close working **partnerships** with the Swiss Cooperation Officeand the Austrian Development Agency in Armenia, as well as coordination with relevant development partners – especially those cooperating with the SDC and ADA – will be maintained throughout the project.

The project will also work with the media on awareness-raising activities.

***Risks and Assumptions***

**Major risks (detailed in the Risk Matrix):**

The Government of Armenia plans a major optimization of the Armenian Government. This from one side can slow down the components directly linked with the Ministries. At the same time, reorganization and the complexity and workload it brings may push back the prioritization and responsiveness by the government to tackle issues of gender equality in the public administration system. It also brings uncertainly on the whole political system in Armenia.

Recommendations developed on the basis of findings from the research initiatives might not be readily accepted by the government for immediate action.

Regional developments, e.g. possible escalation of Nagorno-Karabakh conflict, may disrupt/slow down the overall landscape of development work.

Major natural disaster (e.g. earthquake) can affect/slow down project implementation.

**Assumptions:**

In view of recent political changes and new spirit of sense of ownership in the Armenian society, it is assumed that the project activities come timely and are responsive to rising demand. The major assumption that the programmatic components will resonate with all stakeholders: citizens to actively engage and learn, take initiatives locally; governments to open for further democratization while the national government to set up channels for citizen voices.

**Risk Analysis/Risk Log**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Date Identified** | **Type** | **Impact &****Probability****(scale 1 min. - 5 max.)** | **Countermeasures /Mngt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status update** |
| 1.The Government of Armenia plans a major optimization of the Armenian Government. It can slow down the project activities, and reduce political will on promotion of gender equality at all level of PA.  | 17.01.2019 | Political | I = 2P = 2 | Close monitoring of the process of project activities, nudging and supporting effort ensured in the work with government.  | Programme ManagerProject Task Leader  | ProgrammeManager | 18.01.2019 | In process |
| 2.Low level of engagement and commitment from national and local counterparts due to lack of interest and capacity, and/or other reasons | 17.01.2019 | Social, cultural | I = 2P = 2 | Close monitoring of the process of project activities, nudging and supporting effort ensured in the work with government. | Programme ManagerProject Task Leader | Programme Manager | 18.01.2019 | In process |
| 3.Part of the projects activities do not lead to the change envisaged; | 17.01.2019 | Social, cultural | I = 2P= 2 | The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of beneficiary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.  | Programme ManagerProject Task Leader | Programme Manager | 18.01.2019 | In process |
| 4.Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too. | 17.01.2019 | Environmental, political | I = 4P = 4 | Development/update of contingency plan | Programme ManagerProject Task Leader | Programme Manager | 18.01.2019 | In process |

# Project Management (1/2 pages - 2 pages recommended)

***Cost Efficiency and Effectiveness***

* The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource.
* Procurement of goods and services will be ensured in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.
* The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of public administration, gender equality, women and youth empowerment, as well as intersections of those. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

***Project Management***

The Project will be implemented Shirak and Gegharkunik regions of Armenia by UNDP. The project teams will be based in Yerevan with outreach to regions/communities for programmatic activities. The Project management will be ensured via supervision from the UNDP Armenia Democratic Governance Portfolio, which will include quality assurance, oversight and technical support, with elements of Direct Project Cost (DPC) reflected in the budget. The Project will be implemented in partnership with the RA Ministry of Territorial Administration and Development, which includes, among other, coordination, regular reporting, consultations and joint implementation of activities.The project will also build synergies in women- and youth-related components of other UNDP projects, e.g. UK/GGF-funded “Women in Politics”, Gender Equality in Public Administration of Armenia.

# Results Framework[[30]](#footnote-30)

| **Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:** Outcome 1 of UNDAF 2016-2020: ““By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities” |
| --- |
| **Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**1.3. Poverty rate decreased Baseline: 32 (2013) Target:18 (2020) Indicator 1.4: Unemployment rates disaggregated by sex, age and region, improved. Baseline (2013): Unemployment rate: 16.2 Female: 18.1; male: 14.4 Urban: 23.4; rural: 6 Youth (15-24) 33.1 (2013) Target (2020): Unemployment rate:13 Female: 15; Male: 12 Urban: 19; rural: 5 Youth: 30  |
| **Applicable Output(s) from the UNDP Strategic Plan:** output: 1.6.1. Country-led measures accelerated to advance gender equality and women’s empowerment |
| **Project title and Atlas Project Number: 00082081-00091149 Women Economic Empowerment** |
| **EXPECTED OUTPUTS**  | **PROJECT EXPECTED OUTPUTS** | **OUTPUT INDICATORS[[31]](#footnote-31)** | **DATA SOURCE** | **BASELINE** | TARGETS (by frequency of data collection) | DATA COLLECTION METHODS & RISKS |
| **Value** | **Year** | **Year1** | **Year2** | **Year3** | **Year4** | FINAL |
| **Output 1**Women, particularly poor and socially excluded are economically empowered and participate in relevant decision-making  | 1.1. Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Armenia | 1.1.1: # of women (self-) employed for at least 6 months due to improved skills and capacities  | Reports, human storiesother documentation depicting capacity development interventions | 0 | 2018 | *0* | 40 | 60 | 20 | **120** |  |
| 1.1.2: # of women stating increased knowledge regarding women’s rights and policies through advocacy initiatives | 0 | 2018 | *0* | 50 | 70 | 20 | **140** |
| 1.2. Women and women’s groups are empowered to participate in local planning and budgeting (e.g. GRB discussions) | 1.2.1. # of successful advocacy initiatives facilitated by women beneficiaries to overcome their socio-economic challenges | *0* | 2018 | *0* | *1* | *1* | *1* | **3** |  |
| 1.2.2 # of women beneficiaries who contributed to local planning and budgeting / GRB discussions aimed at addressing their socio-economic concerns | *0* | *2018* | *0* |  |  |  | **TBA** |
| 1.3 Selected private enterprises are empowered to serve as opinion leaders in terms of Women’s Economic Empowerment Principles (WEPs) | 1.3.1 # of private enterprises that signed the UNW/UN Global Compact Women’s Empowerment Principles with a focus on implementing gender-responsive corporate policies/practices | *0* | 2018 | *0* | *4* | *5* | *3* | **12** |  |
| 1.3.2 # of private enterprises from Armenia exchanging their best practices on WEPs’ implementation with the Georgian counterparts  | *0* | 2018 | *0* | *4* | *5* | *3* | **12** |  |
| **Output 2**Government and public institutions develop and deliver gender-responsive programs, public services, strategies and plans for women’s economic empowerment in Armenia | 2.1: Targeted government and public institutions are strengthened to mainstream gender in their operations and develop gender responsive programmes, services and plans in Armenia  | 2.1.1: # of government and public institutions that adopt, monitor and report on their respective internal gender equality strategies and action plans | Adopted intra-institutional gender equality strategies and action plansAdopted intra-institutional policies for preventing and responding to sexual harassment at workplaceAdopted intra-institutional gender mainstreaming instrumentsHuman Stories |  | 2018 | *0* | *1* | *0* | *0* | **1** |  |
| 2.1.2: # of government and public institutions in Armenia that have mechanism in place to receive and respond to complaints of gender discrimination in employment including sexual harassment | *0* | 2018 | *0* | *0* | *1* | *0* | **1** |  |
| 2.1.3: # of government and public institutions that develop and institutionalize Gender Impact Assessment (GIA) methodology in Armenia | *0* | 2018 | *0* | *0* | *0* | *1* | **1** |  |
| 2.1.4: % of budget allocations by target municipalities for social infrastructure and services | *0* | 2018 | *0* | *20%* | *20%* | *20%* | **20%** |  |
| 2.2.: Employees of targeted government and public institutions have knowledge and skills to mainstream gender in respective programs, public services, strategies and plans in Armenia | 2.2.1. % of the employees in relevant professional positions in the targeted institutions in Armenia |  | *0* | 2018 | *0* | *30%* | *30%* | *30%* | **30%** |  |
| 2.2.2: # of targeted government and public institutions that offer institutionalized trainings to its employees on gender equality and women’s empowerment |  | *0* | 2018 | *0* | *0* | *1* | *0* | **1** |  |

# Monitoring And Evaluation

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

**Monitoring Plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | UNDP, RA Government  |  |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk. | Annually | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.  | UNDP, RA Government  |  |
| Learn  | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | UNDP, RA Government  |  |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | UNDP, RA Government  |  |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | UNDP, RA Government  |  |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.  | Annually, and at the end of the project (final report) |  | UNDP, RA Government  |  |
| Project Review  | The project’s team will hold regular project reviews (retreats) to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Annually | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.  | UNDP, RA Government  |  |

**Evaluation Plan:** In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

* On a semi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.
* Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.
* Based on the above information recorded in Atlas, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Manager, using the format agreed upon with the partners.
* A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project, if necessary
* A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
* On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Evaluation Title** | **Partners (if joint)** | **Related Strategic Plan Output** | **UNDAF/CPD Outcome** | **Planned Completion Date** | **Key Evaluation Stakeholders** | **Cost and Source of Funding** |
| Final Evaluation |  |  |  | October 2021 |  |  |

# Multi-Year Work Plan [[32]](#footnote-32)[[33]](#footnote-33)

*All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| Y1 | Y2 | Y3 | Y4 | Funding Source | Budget Description | Amount |
| **Output 1:***Women, particularly poor and socially excluded, use skills, economic opportunities, and relevant information to be self-employed and/or to join formal labour sector in Armenia**Gender marker:* | 1.1. Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Armenia | 360 | 4,200 | 4,350 | 1,725 | MDAT | UN Women | 64300 - DPC staff | 10,635 |
| - | 10,000 | 12,000.00 | 7,000 | 71300 - Local Cons.  | 29,000 |
| 1,000 | 12,000 | 10,000 | 8,000 | 71600 – Travel | 31,000 |
| - | 10,000 | 10,000 | 5,000 | 72100 - Contractual Serv.-Comp | 25,000 |
| - | 2,000 | 1,000 | - | 72300 - Materials and Goods | 3,000 |
| - | 1,500 | 500 | 500 | 72500 – Supplies | 2,500 |
| - | 6,000 | 4,000 | 6,000 | 72600 – Grants | 16,000 |
| - | 10,000 | 10,000 | 6,000 | 74200 - Audio Visual Printing Production | 26,000 |
| 160 | 6,000 | 4,000.00 | 3,000 | 74500 - DPC General Operational Expenditure  | 13,160 |
| - | 20,000 | 19,500.00 | - | 75700 - Trainings, Workshops & Conferences | 39,500 |
| 122 | 6,536 | 6,028 | 2,978 | 75100 - Facilities and Administration (8%) | 15,664 |
| 1.2. Women and women’s groups are empowered to participate in local planning and budgeting (e.g. GRB discussions) | - | 4,000 | 3,000 | 3,000 | MDAT | UN Women | 64300 - DPC staff | 10,000 |
| - | - | 1,000 | - | 71300 - Local Cons.  | 1,000 |
| - | 3,000 | 2,500 | 1,000 | 71600 - Travel | 6,500 |
| - | 4,000 | 4,000 | 2,500 | 72100 - Contractual Serv.-Comp | 10,500 |
| - | 1,000 | 1,000 | - | 72300 - Materials and Goods | 2,000 |
| - | 1,000 | 1,000 | - | 72500 - Supplies | 2,000 |
| - | 5,000 | 4,000 | 2,000 | 74200 - Audio Visual Printing Production | 11,000 |
| - | 2,000 | 2,000 | 1,000 | 74500 - DPC General Operational Expenditure  | 5,000 |
| - | 8,000 | 9,000 | 4,000 | 75700 - Trainings, Workshops & Conferences | 21,000 |
| - | 2,240 | 2,200 | 1,080 | 75100 - Facilities and Administration (8%) | 5,520 |
| 1.3. Selected private enterprises are empowered to serve as opinion leaders in terms of Women’s Economic Empowerment Principles (WEPs)  | - | 2,000 | 2,000 | 1,000 | MDAT | UN Women | 64300 - DPC staff | 5,000 |
| - | - | - | 500 | 71300 - Local Cons.  | 500 |
| 3,000 | 2,000 | 2,000 | 1,000 | 71600 - Travel | 8,000 |
| - | 1,500 | 1,500 | 1,000 | 72100 - Contractual Serv.-Comp | 4,000 |
| - | - | 500 | - | 72300 - Materials and Goods | 500 |
| - | - | 500 | - | 72500 - Supplies | 500 |
| - | 3,000 | 1,900 | 500 | 74200 - Audio Visual Printing Production | 5,400 |
| 300 | 500 | 1,000 | 500 | 74500 - DPC General Operational Expenditure  | 2,300 |
| 400 | 3,000 | 4,500 | 3,000 | 75700 - Trainings, Workshops & Conferences | 10,900 |
| 296 | 960 | 1,112 | 600 | 75100 - Facilities and Administration (8%) | 2,968.00 |
| **Sub-Total for Output 1** | **326,047** |
| **Output 2:***Government and public institutions develop and deliver gender-responsive programs, public services, strategies and plans for women’s economic empowerment in Armenia Gender marker:* | 2.1. Targeted government and public institutions are strengthened to develop and adopt gender mainstreaming policies to deliver gender responsive programmes, services and plans in Armenia | - | 10,000 | 15,000 | - | MDAT | UN Women | 64300 - DPC staff | 25,000 |
| - | 1,800 | 1,000 | - | 71300 - Local Cons.  | 2,800 |
| - | 3,000 | 3,100 | - | 71600 - Travel | 6,100 |
| - | 1,000 | 1,000 | - | 72100 - Contractual Serv.-Comp | 2,000 |
| - | 2,000 | 1,000 | - | 72300 - Materials and Goods | 3,000 |
| - | 1,000 | 1,000 | - | 72500 - Supplies | 2,000 |
| - | 2,000 | 2,000 | - | 74200 - Audio Visual Printing Production | 4,000 |
| - | 1,900 | 1,900 | - | 74500 - DPC General Operational Expenditure  | 3,800 |
| - | 15,000 | 15,000 | - | 75700 - Trainings, Workshops & Conferences | 30,000 |
| - | 3,016 | 3,280 | - | 75100 - Facilities and Administration (8%) | 6,296 |
| 2.2.Employees of targeted government and public institutions have knowledge and skills to mainstream gender in respective programs, public services, strategies and plans in Armenia | - | 7,000 | 4,000 | 1,800 |  |  | 64300 - DPC staff | 12,800 |
| - | - | 1,000 | - | 71300 - Local Cons.  | 1,000 |
| - | 4,000 | 3,000 | 1,400 | 71600 - Travel | 8,400 |
| - | 2,000 | 1,500 | 600 | 72100 - Contractual Serv.-Comp | 4,100 |
| - | - | 1,000 | - | 72300 - Materials and Goods | 1,000 |
| - | - | 1,000 | - | 72500 - Supplies | 1,000 |
| - | 4,000 | 3,000 | 1,700 | 74200 - Audio Visual Printing Production | 8,700 |
| - | 2,000 | 2,500 | 1,000 | 74500 - DPC General Operational Expenditure  | 5,500 |
| - | 6,000 | 7,000 | 1,490 | 75700 - Trainings, Workshops & Conferences | 14,490 |
| - | 2,000 | 1,920 | 639 | 75100 - Facilities and Administration (8%) | 4,559 |
| **Sub-Total for Output 2** | **146,545** |
| **Project Management** | **Implementation monitoring, evaluation and coordination** | 602 | 7,218 | 7,218 | 3,609 |  |  | Contractual Serv.-Ind. | 18,648 |
| 269 | 3,231 | 3,231 | 1,615 | Contractual Serv.-Ind. | 8,346 |
| - | 24,000 | 24,000 | 12,000 | Contractual Serv.-Ind./Technical task leader | 60,000 |
| - | 1,200 | 1,200 | 600 | Contractual Serv.-Ind. | 3,000 |
| 1,000 | 5,000 | 1,551 | 1,000 | Materials and Goods | 8,551 |
| - | 1,500 | 1,500 | - | Communications and Audio Visual Eq. | 3,000 |
| 200 | 2,451 | 900 | 526 | Supplies | 4,077 |
| 2,000 | 4,000 | 2,000 | - | IT Equipment (BA007) | 8,000 |
| - | 1,500 | 1,500 | 500 | Rental and Maint. of Information Technology Eq. | 3,500 |
| - | 500 | 500 | - | Rental and mnt.of other equipment | 1,000 |
| - | 3,000 | - | 1,900 | Professional Services | 4,900 |
| 1,209 | 5,000 | 5,000 | 3,000 | DPC General Operational Expenditure  | 14,209 |
| - | 5,500 | 5,500 | 4,000 | Trainings, Workshops & Conferences | 15,000 |
| 422 | 5,128 | 4,328 | 2,300 | Facilities and Administration (8%) | 12,178 |
| **TOTAL** |  |  |  |  |  |  |  |  | **637,000** |

# Governance and Management Arrangements

**Programme Coordination**: The project will be closely coordinated and synergized with ongoing SDC-funded “Women in Local Democracy 2” initiative, which is a part of broader “Local Governance Programme in Armenia”, implemented by GIZ, CoE, UNDP and Territorial Development Fund.; as well as with Gender Equality in Public Administration and UK GGF funded Women in Politics projects.

The project will report to the Programme Board, to be established for the UN Women-supported project, as well as contribute to regular coordination meetings.

**Programme Manager**

**Project Task Leader**

**Programme Associate**

**Project Board**

**Senior Beneficiary**

Government agencies

**Executive**

Project National Director, RA Government

**Senior Supplier**

UNDP Armenia

**Project Assurance**

by Board Members or delegated to UNDP Deputy Resident Representative, Democratic Governance Portfolio Analyst

**Project Organisation Structure**

# Legal Context

The Project will operate under: Government Entity (Support to NIM) modality, which implies:

1. Consistent with Part VI on Programme Management of the Country Programme Action Plan (CPAP) 2016-2020 between the Government of Armenia. UNDP as the Responsible Party shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds
3. are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq\_sanctions\_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
4. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
5. The Responsible Party Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

# ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis**. Use the standard [Risk Log template](https://intranet.undp.org/global/documents/ppm/FINAL_Risk_Log_Template.doc). Please refer to the [Deliverable Description of the Risk Log](https://intranet.undp.org/global/documents/ppm/FINAL%20Risk%20Log%20Deliverable%20Description.doc) for instructions
1. World Economic Forum, *The Global Gender Gap Report.* Available from <http://reports.weforum.org/global-gender-gap-report-2017/>. Of the 144 countries, the overall 2017 Global Gender Gap rankings are as follows: Armenia is 97th [↑](#footnote-ref-1)
2. The Economist, *Women’s economic opportunity: A new pilot index and global ranking from the Economist Intelligence Unit* (2010), p. 8. Available from <http://graphics.eiu.com/upload/weo_report_June_2010.pdf>. [↑](#footnote-ref-2)
3. ILOSTAT, *Modelled Estimates, Labor force participation rate by sex and age* (2016 or latest available data) (accessed September 2017). Labor force data does not consider workers employed abroad [↑](#footnote-ref-3)
4. Vulnerable employment is a percentage of contributing family workers and own-account workers out of total employment. A high proportion of wage and salaried workers in a country can signify advanced economic development. If the proportion of own-account workers (self-employed without hired employees) is sizeable, it may be an indication of a large agriculture sector and low growth in the formal economy. A high proportion of contributing family workers – generally unpaid, although compensation might come indirectly in the form of family income – may indicate weak development, little job growth and often a large rural economy. Each status group faces different economic risks, and contributing family workers and own-account workers are the most vulnerable and, therefore, the most likely to fall into poverty. They are the least likely to have formal work arrangements, are the least likely to have social protection and safety nets to guard against economic shocks and often are incapable of generating sufficient savings to offset these shocks. Source: World Bank, available from <https://data.worldbank.org/indicator/SL.EMP.VULN.FE.ZS>. [↑](#footnote-ref-4)
5. The rates are from 2017 World Bank Open Data. Available from http://data.worldbank.org. [↑](#footnote-ref-5)
6. UNDP, *Regional Human Development Report, Progress at Risk: Inequalities and Human Development in Eastern Europe, Turkey and Central Asia* (2016). [↑](#footnote-ref-6)
7. According to the World Bank database, in 2015, those living in rural areas included 37 per cent of Armenia’s population. Available from http://data.worldbank.org [↑](#footnote-ref-7)
8. Report of the UN Secretary-General’s High-Level Panel on Women’s Economic Empowerment, *Leave No One Behind*, p. 38. [↑](#footnote-ref-8)
9. Committee on the Elimination of Discrimination against Women [↑](#footnote-ref-9)
10. <https://www.uprinfo.org/database/index.php?limit=0&f_SUR=8&f_SMR=All&order=&orderDir=ASC&orderP=true&f_Issue=All&searchReco=&resultMax=300&response=&action_type=&session=&SuRRgrp=&SuROrg=&SMRRgrp=&SMROrg=&pledges=RecoOnly> o [↑](#footnote-ref-10)
11. <http://www.refworld.org/docid/583863b34.html> [↑](#footnote-ref-11)
12. UN Women Independent Evaluation Office, *An Empowered Future*. [↑](#footnote-ref-12)
13. National gender equality mechanisms (namely, the Council on Provision of Equal Rights and Equal Opportunities for Women and Men at the Prime Minister’s Office of the Republic of Armenia will be the primary partner of the project. The project will also directly target the following government and public institutions: in Armenia, the Ministry of Territorial Administration and Development, the Ministry of Agriculture, the Ministry of Labour and Social Issues, the Statistics Office, and local and regional governments of targeted marzes. [↑](#footnote-ref-13)
14. Swiss Agency for Development and Cooperation, *Dispatch on Switzerland’s International Cooperation 2017-2020.*  [↑](#footnote-ref-14)
15. The project’s theory of change is based on UN Women’s global theory of change on women’s economic empowerment as illustrated in the UN Women Independent Evaluation Office’s *An Empowered Future: Corporate evaluation of UN Women’s contribution to women’s economic empowerment* (2014); the theories of change developed for UN Women’s flagship initiatives on women’s economic empowerment “Women’s access to land and productive resources for climate-resilient agriculture” and “Income generation and security through decent work and social protection for women”; and the empowerment framework presented in Chapter 2 “What is empowerment?” of Deepa Narayan’s *Empowerment and Poverty Reduction: A Sourcebook* (Washington, D.C., World Bank, 2002). [↑](#footnote-ref-15)
16. As per the ILO definition, “decent work is productive work performed in conditions of freedom, equity, security and human dignity, to which women and men have access on equal terms. Decent work is about: respect for the rights at work laid down in international labour standards; access to employment with decent income and working conditions; social protection: safe work and social security; representation and voice in decision making through social dialogue; and addressing both women’s and men’s needs, perspectives and priorities in the above. Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income. It includes safe work and social protection for families, better prospects for personal development and social integration, freedom to express concerns, organize and participate in decision making, as well as non-discrimination and equality of opportunity and treatment for women and men. Economic growth on its own is not enough to end poverty. Achieving this requires development that is equitable, inclusive and sustainable. Decent work provides a path to this and is therefore crucial to reducing poverty.” Gender equality as defined in the ILO decent work agenda is: “equality of opportunity and treatment in employment; equal remuneration for work of equal value; equal participation and representation in governance and decision making processes and mechanisms in the economic, social and labour fields; freedom of association and protection of the right to organize; a balance between work and family life that is fair to both men and women; equal access to safe work and to social security, including maternity protection; equality in obtaining a meaningful career development.” Source: ILO, *Gender Mainstreaming Strategies in Decent Work Promotion: Programming Tools* (2010), 14. Available from <http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_143849.pdf>. [↑](#footnote-ref-16)
17. There will be four municipalities in Gegharkunik – Chambarak (16,754), Geghamasar (14,100), Shoghakat (6,453) and Vardenis (15,858) – and seven municipalities in Shirak – Akhuryan (17,227), Amasia (5,316), Ani (22,520), Arpi (1,869), Ashotsk (7,655), Marmashen (10,952) and Sarapat (3,582). [↑](#footnote-ref-17)
18. UN Women Georgia developed the following tools that may be adjusted to the needs of private companies in Armenia: <http://georgia.unwomen.org/en/digital-library/publications/2016/12/participants-handouts>; and <http://georgia.unwomen.org/en/digital-library/publications/2016/12/equality-means-business>. [↑](#footnote-ref-18)
19. In Armenia as well as relevant regional experience sharing events will take place with the support of this SDC and ADA supported project. [↑](#footnote-ref-19)
20. The Government of Armenia initiated the consolidation in phases. First, 22 communities in the marzes of Lori, Tavush and Syunik were included in three pilot projects of consolidation and further merged into the larger community formations of Dilijan, Tatev and Tumanyan. The second phase of enlargement included 15 cluster municipalities, and 34 more enlarged municipalities were created in November 2017. As a result, there are currently 502 municipalities, which include 52 enlarged municipalities comprising 465 former municipalities. [↑](#footnote-ref-20)
21. World Bank, available from <http://povertydata.worldbank.org/poverty>. [↑](#footnote-ref-21)
22. UN DESA, *2016 Report of the World Social Situation.* Available from <http://www.un.org/esa/socdev/rwss/2016/full-report.pdf>. [↑](#footnote-ref-22)
23. The terms are used in compliance with the definitions provided in May 2016 European Commission Report *Intersectional discrimination in EU gender equality and non-discrimination law*, available on-line at: <http://ec.europa.eu/justice/gender-equality/document/files/intersectionality.pdf> [↑](#footnote-ref-23)
24. In those cases, when discrimination does not simply consist in the addition of two sources/grounds of discrimination the result is qualitatively different or synergetic e.g. black women may experience discrimination in a way that is qualitatively different from either white women or black men. For more please see European Commission Report *Intersectional discrimination in EU gender equality and non-discrimination law*, May 2016, available on-line at: <http://ec.europa.eu/justice/gender-equality/document/files/intersectionality.pdf> [↑](#footnote-ref-24)
25. Ibid., 28. [↑](#footnote-ref-25)
26. Women’s condition refers to the material conditions of their everyday lives as women experience them, whereas their position refers to their social status relative to that of men. [↑](#footnote-ref-26)
27. ILO Resolution concerning decent work and the informal economy (2002). [↑](#footnote-ref-27)
28. Ibid. [↑](#footnote-ref-28)
29. UN Women has reviewed theoretical and practical tools developed by the SDC and DFID on the M4P approach, namely: M4P Hub and DFID, *M4P and Women’s Economic Empowerment* (2012); M4P Synthesis Paper; M4P Perspectives (both sponsored by the SDC); and M4P Operational Guide (sponsored by DFID) & Second Edition of the Guide (SDC and DFID), available from [www.beamexchange.org](http://www.beamexchange.org). [↑](#footnote-ref-29)
30. UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project. [↑](#footnote-ref-30)
31. It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant. [↑](#footnote-ref-31)
32. Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32 [↑](#footnote-ref-32)
33. Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years. [↑](#footnote-ref-33)